



Idaho Commission for Libraries

# Strategic Plan

## 2012-2015

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# Idaho Commission for Libraries

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## Introduction

The Idaho Commission for Libraries (ICFL) has experienced a great deal of change since its mission was revised in 2001. In July 2006, these changes resulted in the former Idaho State Library's name change to better reflect the agency's current mission and activities.

ICFL's work revolves around library development. We work with the library directors, staff, and trustees of Idaho's publicly funded libraries to provide library services that meet the changing information needs of Idaho's citizens.

Idaho libraries have felt the impact of the state's ongoing population growth and recent economic turndown. Visits at local public libraries increased 23.6 percent from 2005 through 2009 with circulation of materials growing 36 percent during that same time period. The traditional increase in public library use during hard economic times is supported by the dramatic increases seen in 2009. Public library visits were up 7.3 percent from the previous year, while circulation of library materials rose a record 11.4 percent - an increase on top of the 10.3 percent increase experienced in 2008. These figures do not include the number of citizens who accessed libraries via the Web. Ongoing improvements, additions, and expansions of library services are needed in academic, public, and school libraries to meet Idaho citizens' expectations.



# Idaho Commission for Libraries

## Introduction

With the receipt of a federal American Recovery and Reinvestment Act (ARRA) Broadband Technology Opportunities Program (BTOP) award in the Public Computer Center Category from the National Telecommunications and Information Administration in August 2010, ICfL has been able to boldly fulfill its mission in spite of continued state general fund cut backs. (For more information about this BTOP project entitled “online @ your library” see <http://libraries.idaho.gov/landing/online-your-library>.) The following strategic plan outlines the greatest flexibility to manage and maintain current programs and, at the same time, position the Commission to take advantage of opportunities that might appear. This plan declares ICfL’s goals to support current and traditional services important to Idaho’s citizens while keeping an eye on future trends to enhance information access and services in the 21st Century.



# Idaho Commission for Libraries

## Vision and Mission

### **Vision:**

Idaho libraries are the nexus of global information, innovative services and community, enabling us to sustain our history, empower our present, and create our future.

### **Mission:**

The Idaho Commission for Libraries assists libraries to build the capacity to better serve their clientele.

*"A vision is a description of the preferred future. It captures the best elements of your past and present that you wish to continue, and the most attractive elements of the future that your heart desires. The best visions change as you move toward them."*

- Glen Hiemstra



# Idaho Commission for Libraries

## Values

**Library Ideals:** We believe libraries exist for the public good. They are essential to literacy and informed citizens in a democratic society. We affirm intellectual freedom, life-long learning, customer privacy, and public access to information.

**Customer Service:** We deliver high quality customer service to internal and external customers.

**Relationships:** We achieve organizational effectiveness through mutual support, trust, value, and respect.

**Collaboration:** We accomplish goals using shared leadership, teamwork, and consensus.

**Learning Organization:** We continuously improve services by creating, gathering, and transferring information and modifying behaviors to reflect new knowledge and insights.

*"The biggest single threat to what libraries are to become is indifference. If people don't care, if they don't come, if they don't pay attention to us, if they don't support us, if they don't think what we do is important, then it's over."*

- Joe Janes



# Idaho Commission for Libraries

## Strategies

Advocacy  
Collaboration  
Communication  
Consulting  
Continuing Education  
Grants  
Marketing  
Research, Planning, and Development

*"A strategy is a direction  
implying a set of actions to be  
sustained over some period of  
time, in order to move toward  
the vision. 2020 Vision  
identified strategies to be led  
at the state level, and  
recommended local strategies  
to be taken up by individual  
libraries and districts."*

- Idaho State Library  
2020 Vision



# Idaho Commission for Libraries

## Strategic Issue I

**How do Idaho libraries strategically position themselves to actively create and embrace the future?**

### External Factors

Major changes have occurred over the last 20 years in all areas of information services. The initial technology explosion is in the past. Rapid change is now a constant and even more dramatic change is predicted. The profiles of our users and potential users have changed drastically. Preschoolers are computer literate and seniors love communicating via e-mail. These were predictions of the future not that long ago; now they are the facts of everyday life.

If librarians are interested in providing library services to these rapidly changing generations in the future, we must take action now. Library staff and governing bodies must work on learning foresight: a skill that enables us to anticipate many of the risks and most importantly the opportunities. We need to understand current trends and their possible consequences while considering the variety of options we have for achieving our goals. We cannot wait for proof of what lies ahead or how things are going to develop. The tools are out there to help us better serve all of our clientele if we have the skill to listen to what the future has to tell us.

*"Knowing how to think about the future is becoming increasingly urgent as the pace of change in our world accelerates."*

- Edward Cornish



# Idaho Commission for Libraries

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## Strategic Issue I

**A. Goal:** Libraries incorporate the 2020 Vision into their strategic planning.

- 1. Objective:** Develop events to keep the Idaho library community engaged with the future.
  - 2. Objective:** Identify and make available strategic planning training opportunities.
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**B. Goal:** Library leaders dedicate time to shape the future.

- 1. Objective:** Generate and share innovative ideas.
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**C. Goal:** Libraries create valued services by being aware of and understanding of the disparate ways information is accessed and processed.

- 1. Objective:** Develop events to keep the Idaho library community engaged with the emerging trends in information access.
- 2. Objective:** Develop, coordinate, provide, and support programs and services to meet the needs of different populations.

*"Fear not for the future, weep  
not for the past."*

- Percy Bysshe Shelley





# Idaho Commission for Libraries

## Strategic Issue II

### How do Idaho libraries develop and sustain valued services?

#### External Factors

In order to sustain library services, those services must be useful to and valued by the library's local community whether it be a school, an academic, a special, or a public library's potential community of users. Services must address the information needs reflected in all cross-sections of the populations served.

A study on public library support in America published by OCLC in 2008 shows that although people say they use, like, and support libraries and think they are important, it does not mean they are committed to increasing library funding. While this study was about public libraries, it would be foolish to assume the users of other types of libraries are any different. For example, it seems safe to say the lack of school library media centers and qualified staff is an indication that the same attitudes affect our school library services.

*"The future now belongs to societies that organize themselves for learning. What we know and can do holds the key to economic progress."*

- Ray Marshall & Marc Tucker



### External Factors cont'd

Numerous studies have shown that library services need to be available through a virtual door as well as by physically walking across the threshold of a facility. Relevant services also need to be available through a variety of formats taking advantage of the opportunities provided by changing technologies and the universe of digital resources.

To make library services useful to the variety of our populations, we must study their information needs and discover ways to meet them. Failure to reach and serve the multiplicity of the populations and their needs may well make libraries of all types obsolete.

#### **A. Goal:** Libraries embrace and enhance evolving approaches to information.

- 1. Objective:** Create events targeted to the needs of digital users.
- 2. Objective:** Advance the development and expansion of libraries' web presence.
- 3. Objective:** Identify and promote information technologies.

*"The future is not something that just happens to you. The future is something you do."*

- Glen Hiemstra



### How do Idaho libraries create and promote a vital identity?

#### External Factors

Stereotypes of libraries and librarians hamper our ability to deliver good library services. We have years of misconceptions to overcome. We want libraries to be recognized as an essential part of education. Increased communication and interaction among all types of libraries is needed to best meet citizens' diverse needs. To most citizens a library is a library is a library. We do not want cookie-cutter libraries. We know communities are different and need different services.

The preferred future vision says that "Idaho libraries in 2020 are strongly branded, so that when people in Idaho think of libraries they think of dynamic places of passion and opportunity." Without a vital identity, libraries of all types may face disappearance in the future.

*"Preferred Future Planning is not really about the future. It is about folding the future back on the present so that you can make better decisions today."*

- Glen Hiemstra



# Idaho Commission for Libraries

## Strategic Issue III

**A. Goal:** Libraries flourish as a central place in a learning society.

- 1. Objective:** Develop, coordinate, provide, and support reading and literacy programs and services.
- 2. Objective:** Provide and support access to information.
- 3. Objective:** Provide professional development opportunities and training in multiple formats.

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**B. Goal:** The citizens of Idaho identify their libraries as vital.

- 1. Objective:** Raise awareness about libraries.
- 2. Objective:** Survey and evaluate library programs and services.

*"Everything possible today was  
at one time impossible.  
Everything impossible today  
may at some time in the future  
be possible."*

- Edward Lindaman



**How do Idaho libraries sustain an infrastructure that provides services in an atmosphere of innovation and change and ever present economic challenges?**

### External Factors

Quality library services are the basis for a good reputation and the foundation for building the services of the future. Library staff and governing boards must deal with the demands of the present so we can position ourselves for the future. To do this successfully, the underlying base of the library organization needs to be strong and healthy.

At the 2020 Vision Think Tank, Gregory Raymond said, "It is important to keep in mind that we need to look at both continuity and change. When people examine the future we tend to look around the corner and emphasize what will be different. But in fact not everything changes." The challenge is in making sure the continuity provides us something strong upon which to build the future. There needs to be more than a tolerance for change. Failure to anticipate and embrace change will weaken current services and doom those of the future.

*"The future enters into us in  
order to transform itself in us,  
long before it happens."  
- Rainier Maria Rilke*



# Idaho Commission for Libraries

## Strategic Issue IV

**A. Goal:** Libraries thrive in an environment that encourages innovation, risk, and change.

- 1. Objective:** Utilize members of the library community to develop statewide programs and services.
- 2. Objective:** Encourage libraries to develop and deliver innovative programs or services.
- 3. Objective:** Advance library development through ICFL staff endeavors.

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**B. Goal:** Libraries' infrastructures empower service development and delivery.

- 1. Objective:** Maintain, revise, and develop opportunities for basic services.
- 2. Objective:** Provide training for statewide programs and services.
- 3. Objective:** Promote and encourage resource sharing.
- 4. Objective:** Promote and encourage access to information and library services.
- 5. Objective:** Coordinate and support initiatives that improve library services.
- 6. Objective:** Hone and vitalize library organizational structure.

*"Most people still seem unaware that the basic rules are changing ... It means reevaluating issues in new terms ... The straight-line future runs flat into a wall."*

- Alvin Toffler



**C. Goal:** Leaders inspire passionate commitment to libraries.

- 1. Objective:** Promote and support outreach projects that encourage partnership.
- 2. Objective:** Encourage staff to serve on library association and community boards and committees.
- 3. Objective:** Identify and make available leadership training opportunities.
- 4. Objective:** Raise awareness of libraries with opinion leaders.
- 5. Objective:** Promote and present library programs and services.

*"Do not limit your children to  
your own learning, for they  
were born into a new time."*  
- Ancient Proverb



# Idaho Commission for Libraries

## Measuring Success

Idaho Commission for Libraries will judge success and progress towards the goals by tracking the following:

- LiLI Databases Sessions
- LiLI Databases Searches
- LearningExpress Library Site Visits
- LearningExpress Library Learning Resources
- Talking Book Service Patrons
- Talking Book Service Circulations
- Attendance at Public Libraries
- Continuing Library Education
  - o Events Sponsored/Participants

*"Change is the law of life. And those who look only to the past or present are certain to miss the future."*

- John F. Kennedy





# Idaho Commission for Libraries

## Performance Measures with Benchmarks

1. **Percentage increase in interlibrary loans through LiLI Unlimited (to/from)**

Benchmark: 2% annual increase

Explanation: Expectations are based upon the increase in Idaho libraries' interlibrary loan statistics.

Baseline: 98,921 interlibrary loans through LiLI Unlimited for July 2005-June 2006 (FY06), the first complete fiscal year of the program.

2. **Percentage increase in LiLI Unlimited participating libraries**

Benchmark: 0% annual increase

Explanation: Beginning with the FY10 report, the benchmark has been adjusted to a maintenance level for LiLI Unlimited membership due to the economic turndown.

Baseline: 220 libraries as of June 30, 2009 (FY09).



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## Performance Measures with Benchmarks

3. **Percentage increase in registrations at summer reading programs**  
Benchmark: 5% annual increase  
Explanation: This benchmark has been reduced from 10% to 5% beginning with FY11 to reflect reasonable expectations of the staffing capabilities at the local public libraries.  
Baseline: 27,632 registrations for the summer of 2004.
4. **Percentage of participants who indicate they have made changes in their library procedures or services as a result of training or continuing education activities**  
Benchmark: 80% or higher/year  
Explanation: A measure of the effectiveness of training and continuing education activities is the percentage of participants who put the content into practice.
5. **Value of the LiLI Database licenses if purchased individually by all libraries compared to actual cost.**  
Benchmark:  $V > A$   
Explanation: To remain a viable service, the value (V) of the database licenses if purchased individually by all libraries needs to be greater than the actual cost (A).